

**JIMMA UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT**

**A RESEARCH PAPER FOR THE COURSE
RESEARCH IN MANAGEMENT**

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**LABOR-MANAGEMENT
COOPERATION OR CONFLICT**

(WITH SPECIAL FOCUS IN NAZARETH TRACTOR ASSEMBLY PLANT)

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ABSTRACT

The objective of this research was to identify possible causes of conflict between labor and management and find ways on how labor and management can work together so that both bodies can work in a cooperative spirit to advance the goal of the organization, Nazareth Tractor Assembly plant.

For undertaking this research, the study used historical and self-administered survey methodology to gain insight into the causes of the problem and find possible solutions. Information from different publications and documents from Confederation of Ethiopian Trade Union (CETU), and Nazareth Tractor Assembly Plant (NTAP) were used. In addition, a survey was administered on workers of the plant.

The research aimed to address the following specific research questions.

- 1. What has been the traditional relation ship between labor and management*
- 2. What has been the cause of conflict?*
- 3. What has been the extent of cooperation between labor and across the nation?*
- 4. How can labor and management interact in the plant to effectively and efficiently advance towards a common goal?*

It was hoped that the study would clearly reveal the causes of such conflict and offer solutions to the problem.

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INTRODUCTION

Conflict refers to antagonistic interaction in which one party attempts to block the intentions or goals of another (Stephen P. Robbins, 1974). Competition, which is rivalry among individuals or teams, can have a healthy impact because it energizes people toward higher performance (Daniel Robey, 1984). However, too much conflict can be destructive, tear relationship apart, and interfere with the health exchange of ideas and information.

From the beginning of civilization, there has been conflict between those that direct the work and those that carry out the tasks. Any one who has worked in an organization knows that conflict exists and that it can have extremely dysfunctional effects on the organization and the people that comprise it. Opposing parties tend put their own aims above those of the organization and the organization's effectiveness suffers. Perhaps, the most insidious effect of organizational conflict is that it doesn't remain organization-bound for long. Its effects are observed by customers and stockholders and are taken home by the opponents whose innocent families are often in the fall out (Dessler, 1997). *define*

Conflict has existed for different reasons. Over the years, conflict has been over basic issues such as compensation, benefits, health and safety. During the same time labor organizations have become more sophisticated and adopt at using the political arena to achieve their goals. The way in that labor and management interact has a profound effect on the effectiveness of an organization (William Bingham, 1994). Differences in goals are one familiar sources of inter-group conflict. Other fundamental differences lead to intergroup conflicts include an emphasis on flexibility versus stability, on short run versus long run performances, measurable versus intangible results, and organizational goals versus societal needs (H.A. Lansberger, 1961).

In summary, when the goals of two groups are similar or identical, there is little chance of serious conflict arising; but when there is a fundamental difference in goals, conflicts will likely arise. Similarly, when two groups differ in terms of their values or how they perceive a situation, conflicts are more likely to arise. We also know that when a group's actual authority is inconsistent with its prestige, inter group conflicts are more likely to develop (Dessler, 1997).

In order for a work force to be effective, it must understand and support the goals of an organization. It is counterproductive for labor and management to publicly disagree on the direction that the department should go. When labor and management reach an impasse, labor often turns to the local political machine or the media to represent its position (William Bingham, 1994).

The cooperative approach can achieve more effective change quicker than either side can on its own. The first step in forging a leadership partnership is mutual understanding of the individuals and their roles (Henson, 1995). In *Labour and Management Bringing the Gap*, (Daniel Law, 1994) stated. "Since the beginning of civilization, the relationship between those who direct the work and those who accomplish it has been fraught with resentment. " Some believe that unions have existed to oppose management and fight for zero-sum outcomes. Unions leaders appear to have to cut their teeth on adversarialism (Reynolds, 1994).

Richard Earle wrote, "public sector management has traditionally dealt with organized unions with adversarial positions based on negotiations. This confrontational approach to problem solving filters through out the organizations and soon is viewed as a fact of life. This creates ineffective problem-solving techniques wasting valuable time and personnel resources, often without a viable solution to the organizational problem area being implemented (Earle, R.B, 1995)

SIGNIFICANCE OF THE STUDY

As Nazareth Tractor Assembly Plant (NTAP) lies its objective to produce qualitative tractors so as to promote the agricultural sector, it has to effectively and efficiently accomplish its goal by involving all workers towards a common goal. This includes not only individuals, but both labor and management organizations. Cooperation is necessary because far more can be accomplished by two organizations working together toward a common goal than can be accomplished by either organization individually. As the organization attempts to stay abreast of a technology that is advancing rapidly, efforts and resources directed toward training and planning are more fruitful than time spent resolving confrontations with labor organizations. The purpose of this research project was to identify causes of conflict and find ways in which labor and management can work in a cooperative spirit to advance the goal of the organization.

The research was significant to the organization for several reasons. First conflict between labor and management adversely affects the effectiveness and efficiency of a department (Brigham, 1994). Identification of the causes and finding the means of resolving of conflict requires time and resources from both labor and management. If conflict resolution were not necessary, then the time and resources could be put to the better use of advancing the department's mission.

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Second, if NTAP wants to follow a customer service philosophy then the customer must be considered in all decisions. The resolution of conflict between labor and management must be included in these decisions.⁴ According to Randy Bruegman (1995), "in resolving most conflicts, the most important questions to ask are, first" what is best for service to the community?" and second," what is best for the health and well being of the department?". These questions establish that concern for the department is important, but only after the needs of the community are met. This is difficult concept for labor to accept (Randy Bruegman, 1995).

Third, from a public relations perspective, both labor and management will be viewed more favorably by the public, if it appears that the goals are common and conflict is not visible to the public.

SCOPE OF THE STUDY

The study focuses on Labor-management relations. With in it, it has tried to find the various factors that contribute conflicts to arise. It also tried to find way on how to solve conflicts, so that industrial peace will be maintained and both labor and management will work together to achieve the organizations objective.

The study was conducted in Nazareth Tractor Assembly Plant. This Company was chosen as a case since it is have passed many years in the business. So as to reach a reliable result the study had covered the labor-management relation in the nation for years. To this coverage, Ethiopian management institute and confederation of Ethiopian workers union.

For collecting secondary data in confederation of Ethiopian Trade union to assess the extent of cooperation and causes of conflict across the nation, the study has covered the time after the downfall of the Derg regime i.e. after the year 1991 G.C up to the current year i.e. 2002.

OBJECTIVE OF THE STUDY

This research aimed at identifying the causes of labor- management conflict. Therefore, it has investigated the various factors that can bring conflict and has tried to find ways and means to resolve such conflicts. As a result, the general and specific objectives of the research can be stated as follows.

General Objectives

1. Determine the causes of labor-management conflict
2. Finding ways and means of resolving the conflict

Specific Objectives

1. To understand the traditional relation ship between labor and management
2. To assess the extent of cooperation between labor and management across the nation.
3. To assess what has been the various causes of conflict between labor and management across the nation for years.
4. To recommend means of efficient and effective interaction between labor and management in Nazareth Tractor Assembly plant so that they can advance the goal of the organization.

Thus the goal of this research was to offer recommendations on how labor and management can work together in cooperation to share the decision making and responsibility for the direction in which the organization will move into the 21st century.

METHODOLOGY

There were two places where the study was undertaken. In the first place for historical review, Confederation of Ethiopian Trade Union (CETU) were selected. These institution is located in the capital Addis which is about 335 km from Jimma Town. Secondly for the self-administered survey the study area was Nazareth Tractor Assembly plant located in Nazareth, which is about 435 km far away from Jimma in the northeastern direction.

Data and information that were used for this research were gathered from several sources. First, a literature review was made at CETU and NTAP second, a survey was used to gather information from the plant. The information that was gathered includes journals, brochures and other publications.

Data and information were collected using both historical review and survey. For the historical review those responsible bodies in respective institutions were requested to unveil necessary documents. Based on their response, informations from different documents were assessed.

For the survey two methods were used: I, a structured interview of the management was undertaken. The management of the plant was interviewed on the issues of the sources of conflicts and the means of handling it. II, the same issues were reflected for employees but on self-administered questionnaire based on the sample. The questionnaire was designed to avoid confusion and vagueness to the extent possible.

The study population encompassed 25% of workers who are above 12 grade. All of them are members of the labor union. There are currently about 63 in the plant. Thus from the members of the labor union around 16 workers were interviewed. The other target population was the management. One individual who was the representative of the management was selected and interviewed in a structured way.

The reason for selecting those who were above 12 grade was that they could understand the questions on the self-administered questionnaire. Since taking census was difficult because of time and other constraints, 25% of those workers were asked to fill the questionnaire. This percentage of sample size was believed to help arrive at reliable conclusion about the entire population. Because it is more than double of the minimum percentage than a given sample should cover. To determine the respondents from the population random sampling technique was used. This was because the large population was believed to have been homogenous.

The data analysis was of descriptive type. This was done by percentage compilation over the responses. For the 'Yes' or 'No' question, for instance, a percentage of those who say 'Yes' or 'NO' was computed. After the analysis, the final finding was prepared in a way that met the specific and general objectives stated in the beginning of this task. That means, the analysis was correlated with the objective of the study to the extent possible.

LIMITATION OF THE STUDY

The researcher didn't face major problems in undertaking this task that resulted in sizable deviations from its proposed plan. But problems that arise while collecting the data have limited the researcher from meeting its target fully. It was stated in the proposal to contact Ethiopian management Institute for searching secondary data. But this was ended in faisco. The researcher's plan to deeply investigate secondary data from computer files, brochures and different documents wasn't achieved. This was due to; a. In availability of well organized documentation; b. absence of computer application and; c. lack of time.

As an alternative instead of secondary data the researcher was forced to use unstructured interview in Ethiopian confederation of Ethiopian Trade Union (CETU). This interview was used as abase in the discussion part to answer the specific research questions about the nation wide situations.

- In the methodology part of the proposal it was planned to use different graphs. But this is not included in the main research since the researcher believes that it is not relevant.

ANALYSIS AND DISCUSSION

Question # 1	Yes		No	
	<u>No</u>	%	<u>no</u>	%
Does the union represent you?	17	94	1	6

Responses given on question # 1 revealed that 94% of the respondent thought the union as their representative.

Question # 2	Yes		No	
	<u>no</u>	%	<u>no</u>	%
Do you think the union is important To secure your interest?	12	67	6	33

Even though question #1 revealed the aforementioned result the percentage decrease with its importance in securing their interest i.e., 33% of the respondents do not acknowledge its importance.

Question # 3	Yes		No			
	<u>no</u>	%	<u>no</u>	%		
Do you have an interest to be a member of the union’s committee?	11	61	7	39		
Question #4	No interest		Fear		No ability	
If your response to the above question	<u>no</u>	%	<u>no</u>	%	<u>no</u>	%
Is ‘no’, what is your reason?	5	63	2	25	1	12

Question #3 asked if workers had the interest to work being a member of the committee, 39% of them responded "No". The reasons responded in question #4 included is 63% lack of interest, 25% fear to be a member, and 12% believed that they have no ability.

Question #5						
	Yes		No			
Do you think the union and management work cooperatively?	no	%	no	%		
	13	72	5	28		
Question # 6						
	Good		Fair		Poor	
What has been the extent of	No	%	no	%	no	%
Cooperation as you evaluate?	14	50	6	33	3	17

Question #5 asked whether the union and management work cooperatively. The majority i.e. 72% responded "yes". In related development, the extent of this cooperation revealed in question #6 ranges from 50% good, 33% fair to 17% poor co-operation.

Question # 7	Yes		No	
Do you know the objective of your organization?	no	%	no	%
	17	94	1	6

Question # 7 asked if they knew the objective of their organization. The responses obtained were satisfactory i.e., 94% of the respondents knew their organizations' objective. The purpose of this question was to understand their level of knowledge relating to the objective of the organization. Based on this question, those who new the objective were asked in question #8 if they thought the existence of the union was important to the accomplishment of the organization's objective. Almost all of them thought that the union was important.

Question # 8	Yes		No	
If your answer is 'yes', do you think the existence of the union helpful to accomplish the organization's objective?	<u>No</u>	%	<u>no</u>	%
	16	94	1	6

Question # 9	Good		Poor		Indifferent	
What do you think management's attitude toward the union?	<u>Yes</u>		<u>No</u>			
	<u>no</u>	%	<u>no</u>	%	<u>no</u>	%
	9	50	6	33	3	17

Question #9 asked what they thought of management's attitude towards the union. The responses range from 50% good, 33% Fair, to 17% indifferent. The 67% of the good and indifferent attitude compiled together of the management's attitude towards the union might be the cause for the 63% of 'good' and ' fair' responses over their co-operation extent.

Question # 10	Yes		No	
Do you think there is a conflict between the management and the union?	<u>no</u>	%	<u>no</u>	%
	6	33	12	67

According to question # 10. Only 33% believed that their had been a conflict between the union and the management. This percentage is exactly the same over the question, which asked management's attitude i.e., 33% of the poor attitude.

Question # 11	Yes		No		I don't know	
Does management have a regular meeting with union leaders?	<u>no</u>	%	<u>no</u>	%	<u>no</u>	%
	6	33	8	45	4	22
Question #12	I don't know		General manager		Negotiating team	
Who negotiates for management	<u>no</u>	%	<u>no</u>	%	<u>no</u>	%
	6	33	5	25	7	39
Question # 13	Yes		No			
Have you red the proclamation 42/85 concerning how to establish a union?	<u>No</u>	%	<u>no</u>	%		
	11	61	7	39		

Question # 11 up to # 13 were questions prepared to understand workers' awareness. Question # 11 asked. Does management have regular meeting with union leaders. The responses give can clearly show that employee lack awareness about it. While question # 11 asked if there was a regular meeting, based on that, question # 12 asked who negotiates on behalf of the management. The responses here also showed there was no awareness as indicated in the table above where each response holds significant percentage.

Question # 13 asked employees if they red the proclamation 42/85. Not a few of them had red it i.e., 61% of them. This, perhaps have its own contribution towards the favorable relation among employees and management.

Question # 14	Yes		No	
If the response is 'yes ' do you think it is sufficient for workers right to be secured?	<u>No</u>	%	<u>No</u>	%
	5	33	10	67

Based on question #13, question # 14 asked if they thought the proclamation was sufficient for workers to safeguard their interest. The majority responded that it was not enough.

Eventhough the number of respondents who believed that there was a conflict between the management and the unions were quite few, questions \$ 15 and \$ 16 asked what they thought was the causes and possible solutions to the conflict. There were no uniform responses. The responses vary from defects on the proclamation, insufficient fringe benefit to lack of insufficient contact between labor and management.

Answer To Research Question

1. What has been the traditional relationship between labor and management?

This research identified a good relationship between the labor union and the management in Nazareth Tractor Assembly Plant. This is an easier task to arrive at conclusion due to the similarities of the management's response with the majority of employees' responses over similar questions. The answer to this research question is made by sorting those survey questions that are related with conflict and co-operation. This is not only through this that this specific research question is answered. But the responses obtained from employees were compiled in percentages and then compared with the responses obtained from the management. As there was no greater deviation over the responses obtained from employees and the management, It made easier to arrive at reasonable conclusion over this research question i.e., On the traditional relationship between the two parties. As a result, there is no room to say that there had been major conflicts between the two bodies for years. This was, as the research identified, due to the closer co-operation and the tendency to work together towards a common goal.

This conclusion can further be strengthened by the responses given for the following survey questions. But the reader should take into consideration that the researcher used a relative judgement in arriving at decisions. That means, the majority principle is followed i.e., the responses given by the majority principle is followed i.e., the responses given by the majority of the respondents are taken to help arrive in to the conclusion.

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This conclusion can further be strengthened by the responses given for the following survey questions.

- For question number 6 which said " what has been your evaluation of the extent of cooperation between the management and the union?",85% of the respondents believed the existence of good and fair cooperation between them, this response is in complete harmony with the response from the representative of the management who believed the existence of a good relationship.
- The management's attitude towards the union, as stated in question number 9 can be cited as contributor for the good cooperation. 67% of the respondents believed that management had a good and at least indifferent attitude towards the union. To this particular question, management responded that it had a good attitude towards the union.
- The response to question number 10 can be used at arriving at the final conclusion. The question asked if they thought there existed a conflict between the two bodies. 67% of the respondents, similar to the response obtained from the management believed that there was no conflict.

The results obtained from the aforementioned three questions appear to be in harmony. Thus as the research clearly indicates, the traditional relationship between labor and management has been encouraging and that can be used as a model for other organizations

2. What has been the extent of cooperation between labor and management across the nations for years.

This research identified the extent of cooperation between labor and management across the nation as adversarial but with constant improvement. The first 5 years after the down fall of the Derg regime the nation had been experiencing enormous labor-management conflicts. And, as a result the industrial peace was disturbed whilst harming the standard of living of the entire community. The relationship had been further described as antagonistic, fraught with conflict and confrontational. Every measure taken by the management used to have sparking conflict. This continuous conflict seemed unions as if they had existed to oppose management in each and very step that the management used to pass. Labor had used the media, courts, grievance procedures and the federal politics to defend its members. Management of different organizations used to appear as if they were innocent.

However, the situation seemed to have been improving year after year especially with in the recent 5 years that we are in. The industrial peace have been better and better as employees and labor unions as well become familiar with the action by the management of their respective organizations. There are various reasons that can be taken as factors that contributed toward the improvement in the extent of cooperation between labor and management. Some of them are stated as follows.

- CETU^T has been working diligently towards securing industrial peace so that it can contribute towards the improvement in the living standard of citizens. To this effect it established a clear and simple procedure in getting involved in different conflicts out braked. The particular responsibility was assigned to industrial relations section within CETU. This section tries to incorporate concerned government bodies, workers and governors in organization where conflict airside. This coordination helps in giving responses at the fastest time possible.
- Taking in to consideration the severity of the situation the office of the Prime Minister has opened its office to resolve such disturbance. This due attention given by the office of the prime minister has showed a yellow light for those managers and owners who are due to take measures that concerns employees with out a thorough investigation of the cost and benefit and its consequences on different parties as well.
- Unlike the previous 5 year immediately starting from the downfall of the Derg regime. It is worth mentioning to say that lying off workers is becoming familiar. Employees of different organizations used to anticipate the occurrence of such actions. As a result, most of them try to upgrade their skills and knowledge to be competent in the labor market so that their job security may not be threatened. This action has been contributing its part in achieving organizational objectives; quite often profit so that even the threat of possible layoff may be avoided.
- This awareness and familiarity of layoffs have been noticed urging workers to strengthen their union in order to take precautionary measures so that the anticipated bad consequences can be reversed.

^T CETU: Confederation of Ethiopian Trade Unions

Thus as the research showed even though maximum effort is left to be exerted, it is the right world to say that the extent of cooperation is hopeful with bright future. This situation can hopefully, if the situation continues like this, lead to a favorable industrial peace.

3. What has been the various cause of conflict between labor and management a cross the nation for years.

For several decades, since the introduction of industries indeed, each year the nation had been experiencing major and minor disturbances between the two parities. This turmoil had been exacerbated with the transformation of the country from command to mixed and free market economy. This period, which covers almost a decade is the research's focus of attention as the scope clearly delineated. There are various points that can braised as major causes for the aggravation of the conflict.

- Privatization

Organizations, which were once owned by the state, have been privatized. This was due to the country's transformation to free market economy. This transformation has necessitated the reorganization of once state owned firms and the selling of the entire organization to private investors. These investors, so as to make their business organization profitable, used to lay off unqualified and excess number of workers. This threat to job security urged employees to strengthen their union and fight against owners. This has resulted a disturbance in industrial peace.

- Unjustified act of firing employees.

This problem is the case of both states owned and privately run businesses. The management of different organizations that have internal problems has been noticed firing workers that are assumed to be a threat. This act of management is often the case of corrupted organizations. A good example in

this regard could be MEWIT^{SC}. Other reason, as research showed, for this an unjustified and illegal act of managers used to be, the need to hire their own people, usually because of kinship, tit-for-tat relations and others. The case in Hilton Hotel can be a good example to this.

- The growth in awareness of employees.

Research identified one of the various causes that contributed the aggravation of the conflict has been the growth in awareness of employees towards their rights. This growth in awareness has helped employees to establish stronger unions and ask the management to obey their right which were once used to have been assumed as the wish of the management to follow suit or not. This act of the employees has often lead to conflict with management.

- Globalization

The controversial issue of Globalization has its own part to play towards the exacerbation of labor-management conflict. The free economic policy followed by the nation has led often to unprotected importing of different goods. This as a result has created the local industries to bankruptcy as their products fail to compete with the imported ones. The situation has resulted a threat to job security and often followed by lay off. So as to survive this down turn labor unions of these bankrupted organizations used to get involved in conflicts with the management and secure their job security.

4. How can labor and management interact in the plant to effectively and efficiently advance towards a common goal?

^{SC} MEWIT: Merchandise wholesale and Import Trade Enterprise

The existing situation in the plant was conducive to work. The various reasons why this atmosphere existed were: employees knowledge of the objective of the organization; absence of negative attitude of the management towards employees; regular interaction between labor and management; the cooperative spirit that prevails within the organization and others. This interaction, without any doubt is the essence for the accomplishment of organizational objective.

Having revised the current situation it is better to switch to the research question. As the research showed there was a good interaction. So as to make this situation ever lasting the aforementioned situations should continue through out the organization's life. Labor and management, in addition, must enter to a leadership partnership. The prevailing conducive working atmosphere must be supported by logical reasons so as to convince the labor leaders and the management as well about the benefits that can be achieved through cooperative approach. This can be achieved through education. It will be necessary to educate all personnel beginning with non-committee member and progressing through union leaders and politicians.

CONCLUSION

Lying my base on the analysis and discussion parts included in previous pages I am in a position to conclude the following. The conclusions are tried to base themselves with respective research questions.

This research identified a good relationship between the labor union and the management in Nazareth Tractor assembly plant. This is an easier task to arrive at conclusion due to the similarities of the management's response with the majority of employees' response over similar questions. As a result, there is no room to say that there had been major conflicts between the two bodies for years. This was, as the research identified, due to the closer co-operation and tendency to work together towards a common goal. The responses obtained from the management and the employees, in similar questions, infect, are in harmony. Thus, it is possible to say the traditional relationship that existed between the union and the management has been encouraging.

With regard to the extent of cooperation between labor and management nation wide the research identified and adversarial relation but with constant improvement. The situation within the first five years after the downfall of the Derg regime had been worst. There were enormous labor-management conflicts across the nation. Labor had used the media, courts and grievance procedures and defend the federal politics to defend its members. Management of different organizations used to appear as it they were innocent.

But within the recent five years that we are in the identified improvements. Thus as the research showed, even though a lot is left to be exerted it is concluded that the extent of cooperation is hopeful with bright future.

- Pertaining to the various causes of conflict between labor and management across the nation for years, the research identified various points:

- Privatization

There have been threats to a job security of employees when firms become privatized. These have urged employees to strengthen their union and fight against owners. These have resulted in a disturbance in industrial peace

- Unjustified act of firing employees

In corrupted organizations, the management so as to cover their internal problems used to fire employees who are assumed a threat.

- The growth in awareness of employees to establish stronger unions which results in interest conflict with the management
- Globalization often has resulted in a downturn in under developed nations. This has effected a threat in job security and an anti-owners campaign of employees.

- So as to make continuous the existing good situation in the plant, labor and management must enter into a leadership partnership. The researcher believed this could be achieved through educating their employees about the benefit that could be obtained from a cooperative approach.

- So as to make continuous the existing good situation in the plant, labor and management must enter into a leadership partnership. The researcher believed this could be achieved through educating their employees about the benefit that could be obtained from a cooperative approach.

RECOMMENDATIONS

The research identified the aforementioned results in previous pages. It also tried to answer the specific research questions that were stated in its objective on the part entitled "answer to research question". Thus, the researcher believed that he accomplished his task. I, therefore, being on the verge of winding up this task, want to recommend the following points to different parties deemed relevant.

Research identified encouraging co-operation in Nazareth Tractor Assembly Plant. But a lot of effort will be required to make the situation continuous both from the management and the labor union as well. What labor and management must do is stated in answer to research question number 4. It gives advice to labor and management to enter to a leadership partnership. And convincing both parties on the benefit obtained from cooperative approach. This should be initiated by both parties. Beyond that what is left worth mentioning is" both labor and management should not overlook the importance of taking measures to accomplish the objective of making continuous the existing situation. They should understand if they were successful in doing so that they could make their employees satisfied and could revert possible staff turnover.

When we switch to the nation wide situation, a lot is left to be taken by different respective bodies. The government currently has been taking serious measures so as to bring sustainable industrial peace. But the researcher believes it is not enough. As industries contribute the major part toward the economic development and solving the widely spread chronic poverty of the entire nation,

the government should use all that it has towards this task. Most important of all, both labor and management should understand the benefit that will be obtained from the existence of a co-operative spirit and work diligently towards this.

Recommendations for further work

The research was undertaken in a university i.e, Jimma University as part of student research program. And this is stated in the curricula as one of the mandatory requirements to be accomplished by students to have their first degree in Business management. This has necessitated the scheduling of the research's time plan in accordance with the regular educational program. when doing so, i.e, scheduling the time plan in accordance with the regular educational program, problems might arise especially with regard to data collection. That was one of the major problems faced by the researcher in passing through this task. The time allowed to the data collection was only one week. In order to utilize this limited time the research failed to deeply investigate wide range secondary data. Besides time shortages, there was also a budget constraint. The budget released from the university's research office didn't meet the research budgeted requirements. This as a result hindered the effective accomplishment of the task.

Generally, as the research was made in a relatively an uncondusive situation because of time and resource shortages, I would like to recommend researchers to work on this topic-most likely with the nation wide situation. The researchers anticipate new findings might also be arrived at if the time and resource shortages could be solved by researchers.

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Please answer the following questions by checking the appropriate box or by filling in the blank

12. Who negotiates for management? _____

13. Have you read the proclamation 42/85 concerning how to establish a union?

☐ yes ☐ No

14. If your response is 'Yes' do you think it is sufficient for workers right to be secured? ☐ yes ☐ No

15. What are the possible causes of conflict in your opinion?

16. What do you think are the possible solutions for the conflict?

APPENDIX B

Structured interview

This interview is to be responded by representative of the management

1. Do you think the union and management work cooperatively?
☐ yes ☐ No
2. What has been your evaluation of the extent of cooperation between the management and the union?
☐ good ☐ fair ☐ poor
3. Do you think the existence of the union helpful to accomplish the organizational objective?
☐ yes ☐ No
4. Do you think there is a conflict between the management and the union?
☐ yes ☐ No
5. What do think management's attitude towards the union?
☐ good ☐ Poor ☐ indifferent
6. Does management have a regular meeting with union leaders?
☐ yes ☐ No ☐ I don't know
7. Who negotiates for management? _____
8. What are the possible causes of conflict in your opinion?

9. What do you think are the possible solutions for the conflict?



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